

Miami-Dade County
Water and Sewer Department /
Partnership Optimizing WASD's Efficiency and Reengineering Program
Memorandum of Understanding

I. PREAMBLE

This Memorandum of Understanding (MOU) memorializes an agreement reached on June 8, 2004 between the County Manager, the Director of the Water and Sewer Department (WASD), GSAF/OPEIU Local 100 and AFSCME Local 121 (WASD's unions), the Partnership Optimizing WASD's Efficiency and Reengineering Program (POWER), and the Office of Strategic Business Management (OSBM), hereinafter referred to as "the parties", to establish a department-wide efficiency and gainsharing program.

II. TERM

The term of this MOU will be from Fiscal Year 2003-04 through Fiscal Year 2005-06 and can be extended by mutual consent of the parties for up to two additional one-year periods.

III. SCOPE

This department-wide agreement is predicated on defined, balanced *performance measures* and an overall operating *financial savings goal* intended to minimize the impact of future rate increases. The agreement includes performance-based gainsharing in conformance with the Countywide Gainsharing Guidelines.

A. Performance Measures

In keeping with the principles of results-oriented government, this is a performance-based program, designed to align with and reinforce departmental business plan goals and performance criteria. The performance measures associated with this MOU are balanced across overall program goals of quality, customer service, financial integrity, and employee development. These measures are arrayed in two tiers:

1. Tier One:

First-tier measures are applicable department-wide and serve to determine the extent to which WASD has complied with major regulatory and safety standards while properly maintaining its infrastructure and preserving its financial health. In the first two years of this MOU, only first-tier performance measures will apply. These measures and their associated targets are described in detail in Attachment 1.

2. Tier Two:

Second-tier measures will be introduced in subsequent years. These measures will quantify performance within each of WASD's five Assistant Director reporting chains (AD Groups): Water, Wastewater, Engineering, Administration, and Finance. A summary of second-tier performance measures in development is provided in Attachment 2.

To the extent possible, performance targets reflect best practices performance levels. In all cases, they will reflect a commitment to operating the WASD effectively, efficiently, and in a manner commensurate with a quality working environment and quality customer service. These targets are percentage-based to allow partial rewards for less than 100% attainment as well as to allow additional rewards for greater than 100% attainment, to a maximum of 120%. The use of rewards for performance beyond 100% of a target will be limited to offsetting partial rewards associated with performance below 100% of a target.

It will be the responsibility of WASD to gather and maintain accurate records of performance data under this MOU. Measures and targets will be reestablished annually and adjusted, if necessary, during the annual review process. The County Manager will have the authority to approve adjustments to the standards.

B. Financial Stretch Goal

A financial stretch goal has been established correlating to the average cost per thousand gallons, inclusive of operating costs but exclusive of capital costs, to safely process water and wastewater. It is the intent of this MOU that achievement of this goal will minimize the impact of future rate increases. Additional savings beyond this goal will comprise a savings pool from which gainsharing funds can be drawn. Adjustments to the stretch goal may be made in certain cases as discussed in Section IV.

The stretch goal and a detailed breakdown of the costs associated with water and wastewater processing are included as Attachment 3. For water production there shall be a goal of \$0.81 per thousand gallons; for wastewater processing there shall be a goal of \$1.21 per thousand gallons. The financial goal of this MOU shall be based on reasonable assumptions regarding water and wastewater volumes; in the first year, annual water or wastewater production of fewer than 117,000,000 and 104,000,000 thousand gallons (respectively) or of greater than 127,000,000 and 124,000,000 thousand gallons may trigger adjustment of the financial stretch goal. These volumes will be revisited each year during the annual review.

The Department may reduce its expenses by whatever means it deems appropriate, including efficiency initiatives arising through the POWER Efficiency Program, which will continue to create and implement ideas that improve departmental operations or service.

C. Savings Pool

Gainsharing will be contingent upon the creation of a savings pool, which is the total of net savings in excess of the financial stretch goals for water and wastewater. A maximum

of 25% of the savings pool shall be made available for distribution as gainsharing bonuses to eligible employees, consistent with the County's policy as reflected in previous gainsharing agreements and in the Countywide Gainsharing Guidelines.

D. Special Purpose Account

Ten percent of the savings pool will flow into a special purpose account established by WASD, which may be used by WASD for employee recognition and development-related initiatives such as specialized training. The balance of this account may roll over from year to year but may not exceed \$100,000.

E. POWER and Other Incentive Programs

Individual employees who participate in POWER Efficiency Program or other special projects may receive recognition including administrative leave, plaques, ESP or other County-approved awards. The POWER Efficiency Unit will continue to track efficiency savings and recognize employees accordingly.

IV. ADMINISTRATION OF AGREEMENT

A. Annual Review

At the close of each fiscal year, WASD's financial and operational performance will be reviewed for conformity with the standards contained within this MOU. This annual review will involve staff from WASD and OSBM, representatives of WASD's unions, and may involve staff from the Audit and Management Services Department (AMS). It should be completed within 90 days of fiscal year-end and pursued with the intent to distribute gainsharing bonuses in advance of the holiday season.

This review will be used to establish year-end financial performance and to determine WASD's achievement of the performance targets contained within this MOU. Attachment 4 outlines the overall weighting system for these measures. The annual review also will determine the amount of savings, if any, available for the purpose of gainsharing and to be credited to the special purpose account. It will be the responsibility of WASD to gather and maintain accurate records under this MOU.

During the annual review the parties will establish the financial stretch goal for the subsequent year and will determine whether adjustments to the flow volume assumptions or performance targets are required. Targets will be established so as to reward superior performance and encourage continual improvement on the part of employees. Details regarding adjustments that may be necessitated by uncontrollable events or changes in law are provided in Subsection E of this Section.

Meeting the 90-day deadline will necessitate utilization of un-audited figures; if audited figures subsequently prove to be significantly divergent, the savings pool will be adjusted accordingly in future years until the discrepancy is eliminated.

B. Special Audits

In addition to the annual review, the County Manager's Office reserves the right to have AMS perform special audits of departmental operations. Special audits may occur at any time during the fiscal year for the purpose of determining departmental performance relative to the financial and operational targets established herein.

C. Gainsharing Distribution

A maximum of 25% of an established savings pool will be available for gainsharing, consistent with the Countywide Gainsharing Guidelines. This amount will be adjusted based on the average percentage of first-tier performance targets attained. Gainsharing awards will be capped at \$2,000 per employee, per year.

1. Years One and Two:

In the first two years of this MOU, the gainsharing amount per employee will be determined solely by the degree to which first-tier targets are attained. This amount will be distributed equally among all eligible employees.

2. Subsequent Years:

In the subsequent years of this MOU, gainsharing distributions will be determined using a weighting system, wherein awards will be based half on the department's overall performance and half on AD Group performance. The amount available for gainsharing will be divided equally into two gainsharing pools: a department-wide pool that will be adjusted based on the degree to which first-tier targets are attained, and an AD Group pool that will be adjusted based on the degree to which all second-tier targets have been attained. The department-wide pool will be divided equally among all department employees, while the AD Group pool will be divided proportionally in accordance with the size of each AD Group and the degree to which each AD Group's second-tier targets are attained.

A hypothetical gainsharing distribution scenario is outlined in Attachment 5.

D. Employee Eligibility

All WASD employees below the level of Assistant Director will be eligible for gainsharing provided that a savings pool is created and that performance targets associated with program goals are met. The following eligibility rules are consistent with the Countywide Gainsharing Guidelines.

1. General Eligibility Rules:

Award recipients should be County employees regardless of employment status (i.e. full-time, part-time, temporary, substitute, probationary, exempt, etc.).

Participants who separate from the County prior to the time of actual gainsharing distribution are not eligible for an award. However, employees who retire from County during the MOU period are eligible for a prorated gainsharing award.

Employees who are delinquent in court-ordered payments will have their awards garnished according to state law.

Employees will have had to work at least six pay periods in the gainsharing program to be eligible for an award.

2. Prorating Bonuses:

A full-time County employee working the full length of the gainsharing period will receive a full share.

Employees who transfer to another County department during the MOU period are eligible for the time spent in the program.

Distributions to part-time County employees will be prorated to reflect the portion of a year worked in relation to a full-time employee.

Employees who transfer into or out of WASD during the MOU period, or who are out of pay status, on family leave, leave without pay, or extended sick or injury leave, will have their distributions prorated to reflect the portion of the gainsharing period worked.

3. Impact of Job Evaluations, Counseling, Disciplinary Actions, and Other Actions:

a. Job Evaluations:

An employee's most recent evaluation must be satisfactory or above to establish eligibility for a gainsharing award. Effort should be made by the Department to bring evaluations up to date; evaluations should reflect performance under the MOU as closely as possible.

If an employee's evaluation is below satisfactory and covers more than half of the time an employee works during an MOU program year, the employee will not be eligible for an award.

If an employee's evaluation is below satisfactory and covers less than half of the time an employee works during an MOU program year, the employee's distribution will be held until the succeeding evaluation. If that evaluation is satisfactory or above, the employee will receive a distribution.

If an employee's evaluation is satisfactory or above, but covers less than half of the time an employee works during an MOU program year, the employee will receive a distribution on the condition that the satisfactory evaluation is maintained. However, if the employee's next evaluation falls below satisfactory, and the MOU is still in operation, that employee's conditional award will be

recaptured from the employee's future gainsharing distributions. Employees will not be expected to reimburse the County if the full amount of the conditional award is not recaptured by the end of the MOU term.

Any employee who has received a written reprimand during an MOU program period will remain eligible for gainsharing under the above rules. However, the distribution will be contingent upon the employee receiving a satisfactory or above evaluation for at least one-half of the program period. Consequently, gainsharing distributions for employees receiving written reprimands will be held until an evaluation covering the specified period is available.

Employees appealing a job evaluation will have their award set aside until the appeal is resolved.

b. Counseling:

Neither informal employee counseling nor formal records of counseling should have an effect on an employee's eligibility for an award.

c. Disciplinary Actions:

Neither a written reprimand nor a suspension during an MOU period will impact an employee's eligibility for a gainsharing award.

Employees demoted for disciplinary reasons during an MOU program year will not be eligible for a gainsharing award.

Employees dismissed for disciplinary reasons during an MOU program year will not be eligible for a gainsharing award, unless a hearing examiner or an arbitrator overturns the dismissal or reduces it to a suspension or other disciplinary action. However, the distribution will be contingent upon the employee receiving a satisfactory or above evaluation for at least one-half of the program period.

Employees appealing a DAR that contributed to an unsatisfactory evaluation will have their distribution held until the appeals process is concluded. If the employee wins on appeal, the award will be paid providing the employee receives a satisfactory or above evaluation for at least one-half of the program period.

d. Other Actions:

Employees with demotions that are voluntary or not due to disciplinary reasons are eligible for a full share of any award.

Employees under criminal indictment or investigation for a work-related offense will be eligible for awards only if the matter is resolved in the employee's favor. Any award will be held until the outcome is determined.

Employees suspended for disciplinary or other reasons, including as a result of a grand jury indictment per Section 2-42 (22) of the Code of Miami-Dade County,

will have their award held in suspension until their case is settled. If the employee is ultimately suspended, demoted, or dismissed, his eligibility for a gainsharing award will be treated as discussed under "Disciplinary Actions" above. If the employee wins on appeal, the award will be paid, providing the employee receives a satisfactory or above evaluation for at least one-half of the program period.

E. Uncontrollable Events/Changes in Law

This gainsharing program has been based on reasonable assumptions of projected costs and service levels. For purposes of this agreement, annual water production volumes may range from 117,000,000 to 127,000,000 thousand gallons, and annual wastewater production volumes may range from 104,000,000 to 124,000,000 thousand gallons, before triggering a possible adjustment to the financial goal.

While the parties agree on the reasonable assumptions on which this MOU is based, the parties also understand and acknowledge that extraordinary unforeseen events, beyond the reasonable control of employees and management, may result in costs and/or savings that could significantly affect their ability to meet the stated objectives.

1. Uncontrollable Events:

For the purposes of this MOU, the stretch goal and performance targets may be adjusted in response to events and circumstances beyond WASD's reasonable control. These include extraordinary forces of nature such as droughts, floods, washouts, major storms, hurricanes and other acts of nature or circumstances beyond the control of the department. In addition, uncontrollable circumstances relating to unforeseen operating adjustments, and any other events beyond WASD's reasonable control that have a material effect upon costs or WASD's ability to perform under this MOU may have the effect of re-opening negotiations to make appropriate adjustments.

With respect to the wastewater quality performance measure, WASD may exclude for measurement purposes any day(s) for which a major rainfall event, tropical storm, or hurricane has occurred and with an effluent average daily flow of greater than or equal to the following:

North District Wastewater Treatment Plant: 135 million gallons per day (MGD)
Central District Wastewater Treatment Plant: 173 MGD
South District Wastewater Treatment Plant: 116 MGD

2. Changes in Law:

"Changes in law" means generally any of the following events which occur after the agreement date:

- a. The promulgation, modification or written change in interpretation by a controlling authority of any applicable law unless WASD had notice or should have had notice of such change as of the date of this proposal; or

- b. The order or judgment of any court or other controlling authority as long as it was not the result of a willful or negligent act or lack of reasonable diligence by a party to this MOU.

A "change in law" shall not include a change in any tax or similar law.

The parties shall be responsible for investigating uncontrollable events and/or changes in law to determine materiality, and shall present such findings to the County Manager for approval to issue notice stating the cost and consequence of the event. Depending on the nature of the event and findings, the parties to this MOU may reconvene to renegotiate the stretch goal in light of the event. In this case, only the stretch goal of this MOU related to the specific event shall be reopened, all other terms and conditions shall remain unchanged.

F. Labor-Management Cooperation

The parties to this MOU acknowledge that cooperative labor/management relations, as typified by the relationship established in developing this program and MOU, are critical to meeting the competitive challenge and objectives detailed in this document. The parties commit to maintaining the momentum, energy, and goodwill of this effort.

G. Relationship with Labor Contracts

It is the intent of the parties that this MOU be interpreted in harmony, and compliance with the comprehensive labor contracts between Miami-Dade County and authorized employee organizations representing WASD employees, currently GSAF/OPEIU Local 100 and AFSCME Local 121. All rights and benefits of the parties under existing and future labor contracts are preserved. Any labor disputes related to collective bargaining agreements shall be resolved through the applicable use of established processes within labor agreements in effect at the time of the dispute.

H. Severability

In the event that any condition, covenant, or provision of this MOU is held to be invalid or void by any court of competent jurisdiction, or is deemed to be contrary to the law or any covenant or condition or provision of any contract to which the County is a party, the same shall be deemed severable from the remainder of this MOU and in no way shall affect any other covenant, condition, or provision. If any covenant, condition, or provision of this MOU is deemed to be invalid due to scope or breadth, such covenant, condition, or provision shall be deemed valid to the extent the scope or breadth is permitted by law.

I. Impacts on Staff


The parties understand that a top priority of County management and the Efficiency and Competition Commission is to optimize departmental operations and, in the process of doing so, to protect the employment rights of all affected employees. To that end, the

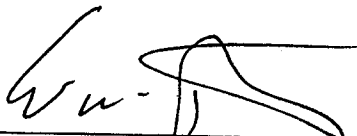
parties agree that every reasonable effort will be made to effect staffing reductions, if necessary, through attrition.


This agreement shall be effective only after the ratification of all parties listed below as evidenced by their respective signatures and approval of the Board of County Commissioners.

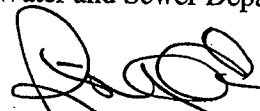
IN WITNESS WHEREOF, the undersigned agree to the terms and conditions specified in this MOU.


DATE: June 8, 2004

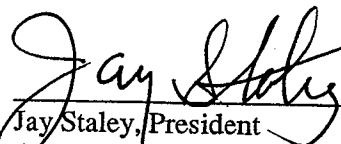

George M. Burgess, County Manager


William Brant, P.E., Director
Water and Sewer Department


Corinne Brody, Special Assistant
Strategic Management Initiatives
Office of the County Manager


Richard Ellis, President
G.S.A.F./OPEIU Local 100


Jennifer Glazer-Moon, Director Designate
Office of Strategic Business Management


Jay Staley, President
AFSCME Local 121

**Miami-Dade County
Water and Sewer Department
Memorandum of Understanding**

Attachment 1

Performance Measures

Water Quality

Target: No contaminants in excess of regulatory Maximum Contaminant Levels for all parameters in Attachment I-A. Pursuant to Attachment IV, 10% will be subtracted for each parameter in excess. In addition, reduced annual average for Total Coliform Bacteria:

Total Coliform Bacteria	% Gainsharing	
.9 +	0	High (past four years) (.93%)
.7 - .9	70	
.4 - .6	80	High (past two years) (.52%)
.1 - .3	90	
0	100	Target / Low (past four years)
0	110	
0	120	

% samples showing presence of coliform bacteria

Wastewater Quality

Target: No letters of violation from regulatory agencies for all parameters in Attachment I-B. Pursuant to Attachment IV, 10% will be subtracted for each parameter in violation. In addition, reduced annual averages for effluent Total Suspended Solids (TSS) and Carbonaceous Biochemical Oxygen Demand (CBOD5) at all plants and reduced monthly average for Fecal Coliform at north and central district plants:

Effluent CBOD5	% Gainsharing	
30+	0	
7.5 - 30	75	High (past two years)
7	80	
6.5	85	
6	90	
5.5	95	
5	100	Average (past two years)
4.5	100	Target
4	110	
<4	120	Low (past two years)

parts per million

Effluent TSS	% Gainsharing	
30+	0	
15 - 30	75	High (past two years)
14	80	
13	85	
12	90	
11	95	
10	100	Average (past two years)
9	100	Target
8 - 9	100	
6 - 7	110	
<6	120	Low (past two years)

parts per million

Fecal Coliform	% Gainsharing	
150+	0	
50.1 - 150	50	
15.1 - 50	60	
5.1 - 15	70	High monthly average (past two years) (14.41)
2.6 - 5	80	
1.6 - 2.6	90	Average (past two years) (1.5)
1	100	Target / Low (past two years) (1.0)
.6 - .75	110	
<.6	120	

/ 100 ml

Note: Future year adjustments may be made based on permit conditions. Should limits be assigned to parameters currently without mandatory limits, appropriate targets may be assigned. Should limits be adjusted, targets may be adjusted accordingly.

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Attachment 1

Performance Measures

Employee Safety

Target: Reduced incidence rate (per 100 employees) as indicated on the chart below:

Incidence Rate	% Gainsharing	
12.5+	0	
10.5 - 12.4	70	High (past five years)
10 - 10.4	80	
9.5 - 9.9	90	Average (past five years) / High (past three years)
9 - 9.4	90	Average (past three years)
8.5 - 8.9	100	Low (past five years)
8 - 8.4	100	Target (based on five year national average for water/sewer SIC group)
7.5 - 7.9	110	
<7.5	120	

per 100 employees

Employee Training

Target: Increase the number of employees trained in high-priority safety skills:

Note: low, average, and high data based on past two years

Safe Forklift Operation	
# Employees Trained	% Gainsharing
< 61	0
61 - 70	70
71 - 80	80
81 - 90	90
91 - 100	100
101 - 110	110
111+	120

Low
Average / High
Target

Workplace Violence	
# Employees Trained	% Gainsharing
< 150	0
150 - 199	70
200 - 249	80
250 - 299	90
300 - 349	100
310 - 319	110
319+	120

Low
Average
High
Target

Target: Increase the number of employees trained in skills to support Countywide priorities:

Note: low, average, and high data based on past two years

Cultural Diversity	
# Employees Trained	% Gainsharing
< 401	0
401 - 450	70
451 - 500	80
501 - 550	90
551 - 600	100
601 - 650	110
651+	120

Average / Low
High
Target

Unlawful Harassment	
# Employees Trained	% Gainsharing
< 101	0
101 - 150	70
151 - 200	80
201 - 250	90
251 - 300	100
301 - 350	110
351+	120

Low
Average
High
Target

Customer Service Excellence	
# Employees Trained	% Gainsharing
< 750	0
750 - 1249	70
1250 - 1749	80
1750 - 2099	90
2100+	100

Average / High / Low
Target

Preventing Sexual Harassment	
# Employees Trained	% Gainsharing
< 250	0
250 - 299	70
300 - 349	80
350 - 399	90
400 - 599	100
600 - 999	110
1000+	120

Low
Average
High
Target

**Miami-Dade County
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Attachment 1

Performance Measures

Bond Rating

Target: Stable or improved bond ratings as reflected by an average score of "5" or "4" based on the chart below:

S&P	Moody's	Fitch	Definition	Score	% Gainsharing
AAA	Aaa	AAA	Prime, Maximum Safety	1	120
AA+	Aa1	AA+	High Grade High Quality	2	120
AA	Aa2	AA		3	110
AA-	Aa3	AA-		4	100
A+	A1	A+	Upper Medium Grade	5	100
A	A2	A		6	90
A-	A3	A-		7	80
BBB+	Baa1	BBB+	Lower Medium Grade	8	70
BBB	Baa2	BBB		9	60
BBB-	Baa3	BBB-		10	50
BB+	Ba1	BB+	Non Investment Grade	11	0
BB	Ba2	BB	Speculative	12	0
BB-	Ba3	BB-		13	0
B+	B1	B+	Highly Speculative	14	0
B	B2	B		15	0
B-	B3	B-		16	0
CCC+	Caa1	CCC	Substantial Risk	17	0
CCC	Caa2		In Poor Standing	18	0
CCC-	Caa3			19	0
-	Ca		Extremely Speculative	20	0
-	C		May be in Default	21	0
-	-	DDD	Default	22	0
-	-	DD		23	0
D	-	D		24	0

Source: <http://www.bondsonline.com/asp/research/bondratings.asp>

Source: PI Division, OSBM



Target
Average (past three years)

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**Primary Drinking Water Standards
Florida Department of Environmental Protection**

INORGANIC CONTAMINANTS				
Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
Antimony	0.006 mg/L	Every 3 Years	2002	Pass
Arsenic	0.05 mg/L	Every 3 Years	2002	Pass
Asbestos	7 Million fibers per Liter	Every 9 Years	2002	Pass
Barium	2 mg/L	Every 3 Years	2002	Pass
Beryllium	0.004 mg/L	Every 3 Years	2002	Pass
Cadmium	0.005 mg/L	Every 3 Years	2002	Pass
Chromium	0.1 mg/L	Every 3 Years	2002	Pass
Cyanide	0.2 mg/L	Every 3 Years	2002	Pass
Fluoride	4.0 mg/L	Monthly	Monthly	Pass
Lead	0.015 mg/L	Every 3 Years	2002	Pass
Mercury	0.002 mg/L	Every 3 Years	2002	Pass
Nickel	0.1 mg/L	Every 3 Years	2002	Pass
Nitrate	10 mg/L as Nitrogen	Annually	2003	Pass
Nitrite	1 mg/L as Nitrogen	Annually	2003	Pass
Total Nitrate and Nitrite	10 mg/L as Nitrogen	Annually	2003	Pass
Selenium	0.05 mg/L	Every 3 Years	2002	Pass
Sodium	160 mg/L	Every 3 Years	2002	Pass
Thallium	0.002 mg/L	Every 3 Years	2002	Pass

VOLATILE ORGANIC CONTAMINANTS				
Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
1,1-Dichloroethylene	0.007 mg/L	Annually	2003	Pass
1,1,1-Trichloroethane	0.2 mg/L	Annually	2003	Pass
1,1,2-Trichloroethane	0.005 mg/L	Annually	2003	Pass
1,2-Dichloroethane	0.003 mg/L	Annually	2003	Pass
1,2-Dichloropropane	0.005 mg/L	Annually	2003	Pass
1,2,4-Trichlorobenzene	0.07 mg/L	Annually	2003	Pass
Benzene	0.001 mg/L	Annually	2003	Pass
Carbon tetrachloride	0.003 mg/L	Annually	2003	Pass
cis-1,2-Dichloroethylene	0.07 mg/L	Annually	2003	Pass
Dichloromethane	0.005 mg/L	Annually	2003	Pass
Ethylbenzene	0.7 mg/L	Annually	2003	Pass
Monochlorobenzene	0.1 mg/L	Annually	2003	Pass
O-Dichlorobenzene	0.6 mg/L	Annually	2003	Pass
para-Dichlorobenzene	0.075 mg/L	Annually	2003	Pass
Styrene	0.1 mg/L	Annually	2003	Pass
Tetrachloroethylene	0.003 mg/L	Annually	2003	Pass
Toluene	1 mg/L	Annually	2003	Pass
trans-1,2-Dichloroethylene	0.1 mg/L	Annually	2003	Pass
Trichloroethylene	0.003 mg/L	Annually	2003	Pass
Vinyl chloride	0.001 mg/L	Annually	2003	Pass
Xylenes (total)	10 mg/L	Annually	2003	Pass

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**Primary Drinking Water Standards
Florida Department of Environmental Protection**

SYNTHETIC ORGANIC CONTAMINANTS				
Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
2,3,7,8-TCDD (Dioxin)	3 X 10E-8 mg/L	Every 3 Years	2002	Pass
2,4-D	0.07 mg/L	Every 3 Years	2002	Pass
2,4,5-TP (Silvex)	0.05 mg/L	Every 3 Years	2002	Pass
Alachlor	0.002 mg/L	Every 3 Years	2002	Pass
Atrazine	0.003 mg/L	Every 3 Years	2002	Pass
Benzo(a)pyrene	0.0002 mg/L	Every 3 Years	2002	Pass
Carbofuran	0.04 mg/L	Every 3 Years	2002	Pass
Chlordane	0.002 mg/L	Every 3 Years	2002	Pass
Dalapon	0.2 mg/L	Every 3 Years	2002	Pass
Di(2-ethylhexyl)adipate	0.4 mg/L	Every 3 Years	2002	Pass
Di(2-ethylhexyl)phthalate	0.006 mg/L	Every 3 Years	2002	Pass
Dibromochloropropane (DBCP)	0.0002 mg/L	Every 3 Years	2002	Pass
Dinoseb	0.007mg/L	Every 3 Years	2002	Pass
Diquat	0.02mg/L	Every 3 Years	2002	Pass
Endothall	0.1 mg/L	Every 3 Years	2002	Pass
Endrin	0.002 mg/L	Every 3 Years	2002	Pass
Ethylene dibromide (EDB)	0.00002 mg/L	Every 3 Years	2002	Pass
Glyphosate	0.7 mg/L	Every 3 Years	2002	Pass
Heptachlor	0.0004 mg/L	Every 3 Years	2002	Pass
Heptachlor epoxide	0.0002 mg/L	Every 3 Years	2002	Pass
Hexachlorobenzene	0.001 mg/L	Every 3 Years	2002	Pass
Hexachlorocyclopentadiene	0.05 mg/L	Every 3 Years	2002	Pass
Lindane	0.0002 mg/L	Every 3 Years	2002	Pass
Methoxychlor	0.04 mg/L	Every 3 Years	2002	Pass
oxamyl (vydate)	0.2 mg/L	Every 3 Years	2002	Pass
Pentachlorophenol	0.001 mg/L	Every 3 Years	2002	Pass
Picloram	0.5 mg/L	Every 3 Years	2002	Pass
Polychlorinated byphenyl (PCB)	0.0005 mg/L	Every 3 Years	2002	Pass
Simazine	0.004 mg/L	Every 3 Years	2002	Pass
Toxaphene	0.003 mg/L	Every 3 Years	2002	Pass

OTHER PRIMARY DRINKING WATER STANDARDS				
Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
Microbiological Contaminants (distribution system)	Absent*	Monthly	Monthly	Pass
Total Trihalomethanes	100 µg/L	Quarterly (calendar)	Quarterly	Pass
Radionuclides	15 pCi/L	Every 3 Years	2002	Pass
Copper (at customer tap)	AL = 1.3 mg/L**	Every 3 Years	2002	Pass
Lead (at customer tap)	AL = 0.015 mg/L**	Every 3 Years	2002	Pass

* Drinking water must not show the presence of coliform bacteria in $\geq 5\%$ of monthly samples. A minimum of 450 samples for total coliform testing are collected each month in order to demonstrate compliance with regulations.

** If the 90th percentile value does not exceed the Action Level (AL), the system is in compliance.

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**Secondary Drinking Water Standards
Florida Department of Environmental Protection**

Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
Aluminum	0.2 mg/L	Every 3 Years	2002	Pass
Chloride	250 mg/L	Every 3 Years	2002	Pass
Copper	1 mg/L	Every 3 Years	2002	Pass
Fluoride	2.0 mg/L	Every 3 Years	2002	Pass
Iron	0.3 mg/L	Every 3 Years	2002	Pass
Manganese	0.05 mg/L	Every 3 Years	2002	Pass
Silver	0.1 mg/L	Every 3 Years	2002	Pass
Sulfate	250 mg/L	Every 3 Years	2002	Pass
Zinc	5 mg/L	Every 3 Years	2002	Pass
Color	15 color units	Every 3 Years	2002	Pass
Odor	3 (threshold odor number)	Every 3 Years	2002	Pass
pH	6.5 - 8.5	Every 3 Years	2002	Pass
Total Dissolved Solids	500 mg/L	Every 3 Years	2002	Pass
Foaming Agents	0.5 mg/L	Every 3 Years	2002	Pass

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**Chapter 24-12 Drinking Water Standards
Miami-Dade County Department of Environmental Resources Management**

Contaminant	Maximum Contaminant Level	Monitoring Frequency	Last Tested	Pass/Fail
METALS (mg/L)				
Arsenic	0.01	Annually	2003	Pass
Barium	2	Annually	2003	Pass
Cadmium	0.005	Annually	2003	Pass
Chromium	0.1	Annually	2003	Pass
Copper	1.0	Annually	2003	Pass
Iron	0.3	Annually	2003	Pass
Lead	0.015	Annually	2003	Pass
Manganese	0.05	Annually	2003	Pass
Mercury	0.002	Annually	2003	Pass
Selenium	0.05	Annually	2003	Pass
Silver	0.1	Annually	2003	Pass
Sodium	160	Annually	2003	Pass
Zinc	5	Annually	2003	Pass
ANIONS (mg/L)				
Chlorides	250	Annually	2003	Pass
Cyanides	0.01	Annually	2003	Pass
Fluoride	1.1	Annually	2003	Pass
Nitrates	10	Annually	2003	Pass
Sulfates	250	Annually	2003	Pass
PHYSICAL AND CHEMICAL PROPERTIES				
Color (PCU)	15	Annually	2003	Pass
Corrosivity	b	Annually	2003	Pass
pH	≥ 6.5	Annually	2003	Pass
Surfactants (MBAS) (mg/L)	0.5	Annually	2003	Pass
Threshold Odor Number (TON)	3	Annually	2003	Pass
Total Dissolved Solids (mg/L)	500	Annually	2003	Pass
Turbidity (NTU)	1.0	Annually	2003	Pass
ORGANICS (µg/L)				
Endrin	0.002	Annually	2003	Pass
Lindane	0.0002	Annually	2003	Pass
Methoxychlor	0.04	Annually	2003	Pass
Phenols	0.001	Annually	2003	Pass
Toxaphene	0.003	Annually	2003	Pass
2, 4-D	0.07	Annually	2003	Pass
2,4, 5-TP (Silvex)	0.05	Annually	2003	Pass
VOLATILE ORGANICS (µg/L)				
Trichloroethylene	0.003	Annually	2003	Pass
Tetrachloroethylene	0.003	Annually	2003	Pass
Carbon Tetrachloride	0.003	Annually	2003	Pass
Vinyl Chloride	0.001	Annually	2003	Pass
1,1,1-Trichloroethane	0.2	Annually	2003	Pass
1,2- Dichloroethane	0.003	Annually	2003	Pass
Benzene	0.001	Annually	2003	Pass
Ethylene Dibromide	0.00002	Annually	2003	Pass
p-Dichlorobenzene	0.075	Annually	2003	Pass
1, 1-Dichloroethene	0.007	Annually	2003	Pass

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**North District Wastewater Treatment Plant
Parameters Subject to Monitoring**

U.S. Environmental Protection Agency (NPDES Permit)			
Parameters	Discharge Limitations	Monitoring Requirements (Measurement Frequency)	Latest Warning or Notice of Violation
Flow, MGD	Report	Continuous	
Biochemical Oxygen Demand (5-Day)	30 mg/L annual 30 mg/L monthly 45 mg/L weekly	7 days/week	
Total Suspended Solids	30 mg/L annual 30 mg/L monthly 45 mg/L weekly	7 days/week	
Fecal Coliform Bacteria (#/100 mL)	Report	7 days/week	
pH	6.0 to 8.5	Continuous	
Acute Whole Effluent Toxicity	Report	1/year	
Total Residual Chlorine (mg/L)	Report daily maximum - mg/L	7 days/week	
Total Nitrogen, as N (mg/L)	Report	1/month	
Total Phosphorus, as P (mg/L)	Report	1/month	

Florida Department of Environmental Protection (FDEP Permit)			
Parameters	Discharge Limitations	Monitoring Requirements (Measurement Frequency)	Latest Warning or Notice of Violation
Flow, MGD	Report	Continuous	
Carbonaceous Biochemical Oxygen Demand (5-Day)	30 mg/l monthly 45 mg/l weekly	7 days/week	
Total Suspended Solids	30 mg/l monthly 45 mg/l weekly	7 days/week	
Fecal Coliform Bacteria	Avg. 200/100 ml Max. 800/100 ml	7 days/week	
pH	6.0 to 8.5	Continuous	
Total Residual Chlorine (mg/L)	Max. 2.25 Min. 0.5	Continuous	
Dissolved Oxygen (mg/L)	Min. 4.0	Continuous	
Ammonia (mg/L)	Monitor	Continuous	
Nitrate (mg/L)	Monitor	Continuous	
Total Nitrogen, as N (mg/L)	Monitor	Continuous	
Total Phosphorus, as P (mg/L)	Monitor	Continuous	
Orthophosphate (mg/L)	Monitor	Continuous	

Miami-Dade County Department of Environmental Resources Management (DERM Permit)

The effluent discharge from this wastewater treatment facility shall be in compliance with applicable standards as defined in the facility's current F - DEP permit (s) and EPA permit (s).

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**Central District Wastewater Treatment Plant
Parameters Subject to Monitoring**

U.S. Environmental Protection Agency (NPDES Permit)

Parameters	Discharge Limitations	Monitoring Requirements (Measurement Frequency)	Latest Warning or Notice of Violation
Flow, MGD	Report	Continuous	
Carbonaceous Biochemical Oxygen Demand (5-Day)	25 mg/l monthly 40 mg/l weekly	7 days/week	
Total Suspended Solids	30 mg/l monthly 45 mg/l weekly	7 days/week	
Fecal Coliform Bacteria (#/100 mL)	Report	7 days/week	
pH	6.0 to 9.0	Continuous	
Total Residual Chlorine (mg/L)	Report daily maximum - mg/L	7 days/week	
Acute Whole Effluent Toxicity	Report	1/year	
Total Nitrogen, as N (mg/L)	Report	1/month	
Total Phosphorus, as P (mg/L)	Report	1/month	

Florida Department of Environmental Protection (FDEP Permit)

Parameters	Discharge Limitations	Monitoring Requirements (Measurement Frequency)	Latest Warning or Notice of Violation
Flow, MGD	Report	Continuous	
Carbonaceous Biochemical Oxygen Demand (5-Day)	30 mg/l monthly 45 mg/l weekly	7 days/week	
Total Suspended Solids	30 mg/l monthly 45 mg/l weekly	7 days/week	
Fecal Coliform Bacteria	Avg. 200/100 ml Max. 800/100 ml	7 days/week	
pH	6.0 to 8.5	Continuous	
Total Residual Chlorine (mg/L)	Min. 0.5	7 days/week	
Dissolved Oxygen (mg/L)	Monitor	Continuous	
Ammonia (mg/L)	Monitor	Continuous	
Nitrate (mg/L)	Monitor	Continuous	
Total Nitrogen, as N (mg/L)	Monitor	Continuous	
Total Phosphorus, as P (mg/L)	Monitor	Continuous	
Orthophosphate (mg/L)	Monitor	Continuous	

Miami-Dade County Department of Environmental Resources Management (DERM Permit)

The effluent discharge from this wastewater treatment facility shall be in compliance with applicable standards as defined in the facility's current F - DEP permit (s) and EPA permit (s).

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**South District Wastewater Treatment Plant
Parameters Subject to Monitoring**

U.S. Environmental Protection Agency (NPDES Permit)

NPDES No Discharge Permit

Florida Department of Environmental Protection (FDEP Permit)

Parameters	Discharge Limitations	Monitoring Requirements (Measurement Frequency)	Latest Warning or Notice of Violation
Flow, MGD	Report	Continuous	11/12/2003 (accidental spill at the facility)
Biochemical Oxygen Demand Carbonaceous (5-Day)	20 mg/L annual 30 mg/L monthly 45 mg/L weekly 60 mg/L daily	7 days/week	
Total Suspended Solids	20 mg/L annual 30 mg/L monthly 45 mg/L weekly 60 mg/L daily	7 days/week	
pH	6.0 to 8.5	Continuous	

Miami-Dade County Department of Environmental Resources Management (DERM Permit)

The effluent discharge from this wastewater treatment facility shall be in compliance with applicable standards as defined in the facility's current F - DEP permit (s) and EPA permit (s).

**Miami-Dade County
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Tier 2 Performance Measures

Number	Source	Division	Performance Measure	Suggested Performance Target	Quality	Financial	Customer Service	Employee Development
ADMINISTRATION								
1	Business Plan / Group	Human Resources	The number of employees trained annually	According to training priorities, accounting for "no-shows"				X
2	Group	General Maintenance/ Hazardous Sect.	Compliance with Hazardous Materials Standards		X			
ENGINEERING								
1	Existing/ Business Plan	Utilities Development	Processing/average turnaround time for Dry-Run.	4 weeks 80% of the time			X	
2	Existing/ Business Plan	Utilities Development	Processing/average turnaround time for Final plans.				X	
3	OPI	Engineering	The preparation time of Estimate for Progress Payment Under (Construction) Contract. The time from the receipt of a Redline estimate to notification of the contractor that the estimate is ready for signature.				X	
FINANCE								
1	Existing	MIS	Percentage of time that network operations are maintained for the regular workday	99% is goal--will be graduated with 96% as minimum			X	
2	Group	Controller	Retail accounts receivable written-off as a % of revenues	0.70%		X		
WASTEWATER								
1	Existing	Sewage Collection	Number of feet of sewer line cleaned per quarter vs. line stoppages and overflows.	*200,000 feet/90 stoppages per month	X			
2	AWWA	Wastewater Group	Cost per 1,000 gallons of wastewater produced.	\$1.05		X		
WATER								
1			Cost to produce 1,000 gallons of water	per budget		X		
2	Business Plan	Water Production	Maintain pressure of key distribution points in high density commercial areas at a minimum of 40 psi.	90% of the time?	X			
3	GASB	Water Distribution	Miles of assigned service areas surveyed for leaks.	4,000	X			

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**Financial Targets for Water and Wastewater
Cost per Thousand Gallons**

Water				Wastewater			
FY		Total Cost	# of Gallons	Cost/K Gallons	Total Cost	# of Gallons	Cost/K Gallons
1999	Actual	77,697,770	123,009,648	0.631639642	106,910,839	113,526,500	0.941725844
	Budget	94,131,000	122,432,000	0.768843113	138,639,000	117,594,800	1.178955192
	Variance	21%	-0.5%	22%	30%	4%	25%
2000	Actual	73,917,270	123,264,961	0.599661651	94,973,535	112,243,770	0.84613636
	Budget	87,474,000	125,838,906	0.695126831	124,396,000	112,898,779	1.10183654
	Variance	18%	2%	16%	31%	1%	30%
2001	Actual	79,058,393	116,849,214	0.676584722	101,159,613	114,003,340	0.887339029
	Budget	90,980,000	123,687,124	0.735565652	116,900,000	114,348,884	1.022309934
	Variance	15%	6%	9%	16%	0.3%	15%
2002	Actual	84,343,576	119,306,399	0.706949306	112,528,698	115,700,020	0.972590134
	Budget	100,316,000	120,189,600	0.834647923	119,537,000	112,772,000	1.059988295
	Variance	19%	1%	18%	6%	-3%	9%
2003	Actual*	94,734,869	122,913,236	0.77074587	123,657,714	107,972,440	1.14527103
	Budget	104,484,000	120,561,200	0.866646981	121,639,000	117,435,500	1.035794117
	Variance	10%	-2%	12%	-2%	9%	-10%
2004	Budget	100,853,000	125,643,100	0.819836324	124,393,000	108,650,100	1.144895403
Target				0.81	1.21		

*Note: Targets were established by adjusting previous year actual costs per thousand gallons (highlighted) by factors agreed upon by the parties. These factors were determined by analyzing five-year and long-range trends in actual cost increases. A factor of 5.1% was applied for water production and 5.85% for wastewater production.

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Water System
Costs to Treat 1,000 Gallons

Source	9/30/2001		9/30/2002		9/30/2003	
	Amount	Cost Per 1000 Gals	Amount	Cost Per 1000 Gals	Amount	Cost Per 1000 Gals
Source						
Salaries and Fringe Benefits	\$847,543	0.0073	\$820,221	0.0069	\$869,407	0.0071
Chemicals	720	0.0000	45	0.0000	5,005	0.0000
Electric Power	1,313,419	0.0112	1,125,825	0.0094	1,171,703	0.0095
Purchased Water	1,987,056	0.0170	1,674,531	0.0140	1,958,799	0.0159
Vehicle Expense	16,529	0.0001	4,809	0.0000	4,739	0.0000
Consulting - Outside Service	142,090	0.0012	(9,050)	(0.0001)	24,000	0.0002
Fuel	11,406	0.0001	10,822	0.0001	11,651	0.0001
Security	0	0.0000	748,461	0.0063	783,072	0.0064
Other Expenses	452,043	0.0039	352,380	0.0030	419,333	0.0034
Total Source Expenses	4,770,806	0.0408	4,728,044	0.0396	5,247,709	0.0427
Pumping						
Salaries and Fringe Benefits	628,571	0.0054	572,929	0.0048	438,315	0.0036
Chemicals	336	0.0000	219	0.0000	1,047	0.0000
Electric Power	804,022	0.0069	692,901	0.0058	909,960	0.0074
Vehicle Expense	5,510	0.0000	25,065	0.0002	489	0.0000
Consulting - Outside Service	9,934	0.0001	13,626	0.0001	15,079	0.0001
Fuel	0	0.0000	0	0.0000	230	0.0000
Security	0	0.0000	383,607	0.0032	758,431	0.0062
Other Expenses	109,712	0.0009	114,979	0.0010	546,891	0.0044
Total Pumping Expenses	1,558,085	0.0133	1,803,326	0.0151	2,670,442	0.0217
Treatment						
Salaries and Fringe Benefits	13,854,180	0.1186	14,358,460	0.1203	15,763,000	0.1282
Chemicals	5,382,890	0.0461	4,234,898	0.0355	3,526,620	0.0287
Electric Power	4,898,507	0.0419	4,598,215	0.0385	5,291,587	0.0431
Vehicle Expense	430,261	0.0037	605,142	0.0051	396,523	0.0032
Consulting - Outside Service	363,988	0.0031	434,564	0.0036	397,976	0.0032
Fuel	4,851,471	0.0415	3,942,019	0.0330	6,916,860	0.0563
Security	0	0.0000	2,181,541	0.0183	2,325,623	0.0189
Other Expenses	2,858,551	0.0245	4,110,793	0.0345	3,794,192	0.0309
Total Treatment Expenses	32,639,848	0.2793	34,465,632	0.2889	38,412,381	0.3125
Transmission & Distribution						
Salaries and Fringe Benefits	11,292,321	0.0966	11,517,389	0.0965	14,647,000	0.1192
Chemicals	1,848	0.0000	2,504	0.0000	3,015	0.0000
Electric Power	5,117	0.0000	5,710	0.0000	5,833	0.0000
Vehicle Expense	1,492,382	0.0128	1,499,839	0.0126	1,640,003	0.0133
Consulting - Outside Service	525,724	0.0045	100,839	0.0008	(889)	(0.0000)
Fuel	0	0.0000	0	0.0000	8,139	0.0001
Security	0	0.0000	215,828	0.0018	361,607	0.0029
Other Expenses	4,911,357	0.0420	6,014,587	0.0504	4,420,845	0.0360
Total Treatment Expenses	18,228,749	0.1560	19,356,696	0.1622	21,085,553	0.1715
Customer Accounting/Service						
Salaries and Fringe Benefits	8,275,511	0.0708	8,338,363	0.0699	9,250,957	0.0753
Bad Debts	863,055	0.0074	706,500	0.0059	799,930	0.0065
Electric Power	196,134	0.0017	22,632	0.0002	30,021	0.0002
Vehicle Expense	163,503	0.0014	232,155	0.0019	164,805	0.0013
Consulting - Outside Service	322,718	0.0028	628,571	0.0053	336,616	0.0027
Security	89,022	0.0008	52,038	0.0004	49,432	0.0004
Other Expenses	2,521,239	0.0216	2,597,980	0.0218	1,503,559	0.0122
Total Customer Accounting/Service	12,431,182	0.1064	12,578,239	0.1054	12,135,320	0.0987
General & Administrative						
Salaries and Fringe Benefits	4,469,372	0.0382	5,045,955	0.0423	8,300,834	0.0675
Audit	67,650	0.0006	189,750	0.0016	189,750	0.0015
Electric Power	62,077	0.0005	102,474	0.0009	136,787	0.0011
Vehicle Expense	71,086	0.0006	267,633	0.0022	788,449	0.0064
Consulting - Outside Service	804,018	0.0069	893,526	0.0075	775,966	0.0063
Security	110,869	0.0009	186,733	0.0016	269,659	0.0022
Property Insurance	792,000	0.0068	1,423,286	0.0119	1,841,992	0.0150
Other Expenses	3,052,651	0.0261	3,302,282	0.0277	2,880,027	0.0234
Total General & Administrative	9,429,723	0.0807	11,411,639	0.0956	15,183,464	0.1235
Total Operating Expense's	79,058,393	0.6766	84,343,576	0.7069	94,734,869	0.7707
Treated Flows - Thousands of Gallons	116,849,214		119,306,399		122,913,236	

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Sewer System
Costs to Treat 1,000 Gallons

	9/30/2001		9/30/2002		9/30/2003	
	Amount	Cost Per 1000 Gals	Amount	Cost Per 1000 Gals	Amount	Cost Per 1000 Gals
Pumping						
Salaries and Fringe Benefits	\$13,042,380	\$0.1144	\$13,586,948	\$0.1174	\$14,451,000	\$0.1338
Chemicals	14,361	\$0.0001	11,455	\$0.0001	11,265	\$0.0001
Electric Power	4,761,033	\$0.0418	4,835,278	\$0.0418	4,035,247	\$0.0374
Fuel	20,937	\$0.0002	94,073	\$0.0008	(256,703)	(\$0.0024)
Vehicle Expense	460,361	\$0.0040	448,694	\$0.0039	291,169	\$0.0027
Consulting - Outside Service	5,501	\$0.0000	29,471	\$0.0003	5,219	\$0.0000
Security	248,930	\$0.0022	290,798	\$0.0025	394,712	\$0.0037
Other Expenses	2,155,940	\$0.0189	3,531,179	\$0.0305	4,182,973	\$0.0387
Total Pumping Expenses	20,709,443	\$0.1817	22,827,896	\$0.1973	23,114,882	\$0.2141
Treatment						
Salaries and Fringe Benefits	20,713,988	\$0.1817	20,730,585	\$0.1792	23,572,000	\$0.2183
Chemicals	4,445,496	\$0.0390	3,981,607	\$0.0344	3,691,016	\$0.0342
Electric Power	6,030,235	\$0.0529	5,156,318	\$0.0446	5,690,842	\$0.0527
Fuel	1,058,955	\$0.0093	592,644	\$0.0051	711,501	\$0.0066
Vehicle Expense	986,651	\$0.0087	1,074,662	\$0.0093	1,320,667	\$0.0122
Consulting - Outside Service	180,096	\$0.0016	431,850	\$0.0037	320,985	\$0.0030
Sludge Hauling	1,911,874	\$0.0168	2,724,917	\$0.0236	4,035,833	\$0.0374
Security	363,949	\$0.0032	1,173,795	\$0.0101	1,225,200	\$0.0113
Other Expenses	5,015,841	\$0.0440	7,219,969	\$0.0624	8,010,980	\$0.0742
Total Treatment Expenses	40,707,085	\$0.3571	43,086,347	\$0.3724	48,579,024	\$0.4499
Collection						
Salaries and Fringe Benefits	7,598,292	\$0.0666	7,530,486	\$0.0651	8,558,000	\$0.0793
Chemicals	4,754	\$0.0000	23,162	\$0.0002	19,673	\$0.0002
Electric Power	4,193	\$0.0000	6,650	\$0.0001	5,442	\$0.0001
Fuel	6,547	\$0.0001	6,751	\$0.0001	14,456	\$0.0001
Vehicle Expense	1,164,996	\$0.0102	1,282,303	\$0.0111	1,134,798	\$0.0105
Consulting - Outside Service	1,299,422	\$0.0114	110,543	\$0.0010	236,842	\$0.0022
Security	229,254	\$0.0020	494,121	\$0.0043	595,031	\$0.0055
Other Expenses	2,627,251	\$0.0230	3,339,445	\$0.0289	2,628,788	\$0.0243
Total Collection Expenses	12,934,709	\$0.1135	12,793,461	\$0.1106	13,193,030	\$0.1222
Customer Accounting/Service						
Salaries and Fringe Benefits	6,242,929	\$0.0548	6,290,344	\$0.0544	6,978,792	\$0.0646
Bad Debts	651,831	\$0.0057	532,974	\$0.0046	(770,473)	(\$0.0071)
Electric Power	147,960	\$0.0013	17,073	\$0.0001	41,852	\$0.0004
Vehicle Expense	123,344	\$0.0011	175,135	\$0.0015	152,459	\$0.0014
Consulting - Outside Service	243,454	\$0.0021	474,186	\$0.0041	253,939	\$0.0024
Security	67,157	\$0.0006	39,257	\$0.0003	37,291	\$0.0003
Other Expenses	1,289,183	\$0.0113	1,976,275	\$0.0171	1,086,927	\$0.0101
Total Customer Accounting/Service	8,765,858	\$0.0769	9,505,244	\$0.0822	7,780,787	\$0.0721
General & Administrative						
Salaries and Fringe Benefits	9,074,179	\$0.0796	10,244,815	\$0.0885	16,853,208	\$0.1561
Audit	137,350	\$0.0012	385,250	\$0.0033	385,250	\$0.0036
Electric Power	126,036	\$0.0011	208,054	\$0.0018	277,720	\$0.0026
Vehicle Expense	144,325	\$0.0013	543,376	\$0.0047	1,600,790	\$0.0148
Consulting - Outside Service	1,632,402	\$0.0143	1,814,130	\$0.0157	1,575,447	\$0.0146
Security	225,098	\$0.0020	379,126	\$0.0033	547,490	\$0.0051
Property Insurance	1,608,000	\$0.0141	2,889,702	\$0.0250	3,739,801	\$0.0346
Other Expenses	5,095,128	\$0.0447	7,851,297	\$0.0679	6,010,285	\$0.0557
Total General & Administrative	18,042,518	\$0.1583	24,315,750	\$0.2102	30,989,991	\$0.2870
Total Operating Expense's	101,159,613	\$0.8873	112,528,698	\$0.9726	123,657,714	\$1.1453
Treated Flows - Thousands of Gallons	114,003,340		115,700,020		107,972,440	

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**Miami-Dade County
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Attachment 4

Overall Weighting for Performance Measures

Measure	Component	Attainment	Individual Weight	Overall Weight	Total
Water Quality	Coliform Bacteria	per scale	x 0.5	x 0.2	%
	All Others per Attachment I-A	- 10% each fail *	x 0.5		
Wastewater Quality	TSS	per scale	x 0.25	x 0.2	%
	CBOD	per scale	x 0.25		
	Coliform Bacteria	per scale	x 0.25		
	All Others per Attachment I-B	- 10% each fail **	x 0.25		
Employee Safety	Incidence Rate	per scale	x 1.0	x 0.2	%
Employee Training	Safe Forklift Operation	per scale	x 0.16	x 0.2	%
	Workplace Violence	per scale	x 0.16		
	Cultural Diversity	per scale	x 0.16		
	Unlawful Harassment	per scale	x 0.16		
	Customer Service Excellence	per scale	x 0.16		
	Preventing Sexual Harassment	per scale	x 0.16		
Bond Rating	Average Rating	per scale	x 1.0	x 0.2	%

Overall Attainment: %

* Parameters listed in Attachment I-A are Pass/Fail. 100% will be granted if all Pass; 10% will be subtracted for each Fail.

** Parameters listed in Attachment I-B are considered Pass unless a letter of violation is issued by a regulatory agency. 100% will be granted if all Pass; 10% will be subtracted for each letter of violation (Fail).

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**Miami-Dade County
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Attachment 5

**Performance Measures and Gainsharing Concept
Hypothetical Example (Years 1-2)**

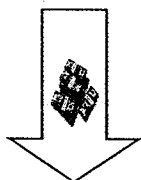
WASD MOU

Savings	Stretch Goal - Actual = Savings Pool <i>Cost per Gallon (Water/Wastewater)</i>	
	Total Savings Pool (100%)	
		\$ 4,000,000



Performance Measurement	Maximum Amount Available for Gainsharing (25%):		\$ 1,000,000
	<i>Percentage of Tier 1 Performance Measures Attained:</i>		90%
	Adjusted Amount Available for Gainsharing		\$ 900,000

Tier 1 Performance Measures	
Training	85%
Bond Rating	90%
Safety	90%
Wastewater	120%
Water	85%
TOTAL	90%



Gainsharing	Total Amount Distributed to Employees:		\$ 900,000
	Gainsharing distribution to Department Employee:		\$ 360
	<i>Per person cap of \$2000 applies. Total amount spread equally among employees.</i>		

The above hypothetical example assumes 2500 eligible employees.

**Performance Measures and Gainsharing Concept
Hypothetical Example (Years 3-5)**

WASD MOU

Savings	Stretch Goal - Actual = Savings Pool <i>Cost per Gallon (Water/Wastewater)</i>	
	Total Savings Pool (100%)	
	\$ 4,000,000	



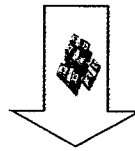
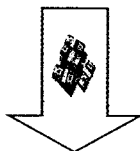
Maximum Amount Available for Gainsharing (25%)	\$ 1,000,000
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Tier 1 Performance Measurement	Tier 1 Maximum Amount Available for Gainsharing (50%)		\$ 500,000
	Training	75%	
	Bond Rating	90%	
	Safety	80%	
	Wastewater	120%	
	Water	85%	
	Percentage of Tier 1 Targets Attained:		90%
	Tier 1 Adjusted Amount:		\$ 450,000



Tier 2 Performance Measurement	Tier 2 Maximum Amount Available for Gainsharing (50%)		\$ 500,000
	Percentage of Tier 2 Targets met by all AD Groups:		90%
	Tier 2 Adjusted Amount		\$ 450,000
	Tier 2 Measures for AD Water Group		
	Water Pressure	90%	
	Miles Surveyed for Leaks	100%	
	Percentage of Tier 2 Targets attained by AD Water Group		95%



Gainsharing	Tier 1 Distribution per Employee:	\$ 180
	Tier 2 Distribution per AD Water Group Employee:	\$ 193
	Total Gainsharing Distribution to AD Water Group Employee:	\$ 373
	<i>Per person cap of \$2000 applies. Total amount spread equally among AD Group</i>	

The above hypothetical example assumes 2500 eligible employees, of which 500 work in the Water Division.